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Date:	12 Dec 1978
By:	013

TO: Deputy Director (Support)

SUBJECT: Management Study of the Organization and Staffing of the Security Office

1. PROBLEM:

To examine the organizational structure and staffing pattern of the Security Office in order to determine the organizational refinements and staffing necessary to meet current workload requirements.

2. FACTS BEARING ON THE PROBLEM:

- a. The present organizational structure of the Security Office (Appendix I) was approved on 14 January 1953. Since that date there have been no major changes in the structure nor in the nature of the assigned functions. The only formal changes have been a revision in name of one element (Special Referral Branch to Headquarters Field Office), the addition of [] positions for a [] Program, and the transfer of two positions in connection with a project conducted by an area division, and the addition of [] positions added in the support area.

- b. The present Table of Organization provides for [] civilian positions and no military allocation. The Office has been operating under a personnel ceiling of [] until 14 December 1954 at which time the ceiling was raised to conform with the then present table of Organization strength. An additional [] table of organization positions and ceiling strength were approved on 31 January 1955.

- c. The increased demand by many organizations from within the Agency for operational support has given increased emphasis to a function of the present Special Security Division which was of lesser importance at the time the field offices were established.

- d. The promulgation of Executive Orders 10450 and 10451, through their reporting requirements and provisions for conducting investigations and preparing cases for board consideration, has been responsible for a general increase in workload throughout all phases of the personnel clearance process.

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4. DISCUSSION:

- a. The proposed organization structure as shown in Appendix II represents a recognition of the relative importance of the basic security functions now being performed, and constitutes a refinement in organizational structure rather than a radical change in structure.
- b. The main features of the proposed structure are as follows:
 - (1) Establishment of a small staff to be concerned with overall security policy and unencumbered with unrelated operating functions, (See Tab C).
 - (2) Remove the Inspection Division from its place as a line organization, redesignate it as the Inspection Staff and place it in the organization as an advisory staff.
 - (3) Redesignate the operating divisions with names more indicative of their functions (e.g. Security Division to Personnel Security Division, etc.). (See Tabs H and K)
 - (4) Assign all functions pertaining to physical security to one organization and accord it division status, (See Tab I).
 - (5) Provide for two deputies with specific areas of responsibility, (See Tabs G and J).
 - (6) Raise field activities to division status.
 - (7) Recognize the need for an organizational element to handle cover support cases.

These changes, and other refinements are discussed in detail in Tabs A through L, inclusive.

- c. Staffing has been a major problem within the Security Office. Each organizational element with the exception of the Office of Director of Security and the Security Research Staff which do not lend themselves to such analysis, have been carefully examined in an effort to establish some simple index of measurement to apply to known or estimated workload figures. This has been possible to some extent where measurement can be taken in such elements as the Physical Security Branch in terms of badges issued, tons of classified waste handled and other positive accomplishments where the time element is relatively fixed in relation to the work units. Case load

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figures over an extended period do not show the importance of operational support activities to the extent that a pure statistical approach alone is considered an adequate base upon which to determine personnel requirements. Workload figures, however, are presented for the proposed Cover Support Section (See Tab K) in order to establish the need for organizational recognition of the functions performed rather than to support the personnel requirements.

- d. This survey has approached the matter of staffing by establishing for each individual element within the Office, the number of positions thought necessary to accomplish its purpose. The need for increases and decreases has been discussed in detail with responsible supervisors and where significant, are discussed in the attached Tabs. Attached as Appendix III is a comparative statement of each of the major Office elements, present and proposed. Appendix IV isolates the true changes for ready reference. Due to the size and complexity of the total Security Office operations it is considered desirable to provide increased guidance and direction of the operating elements. This has been accomplished by providing for two Deputy Directors, each with specific areas under their jurisdiction, and keeping the Director's span of control at a minimum. This creation of these two additional offices constitutes an increase of [redacted] positions. All other increases are discussed in the appropriate tabs.

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5. CONCLUSIONS:

It is concluded that:

- a. The organizational pattern for the Security Office should consist of the following staff and operating elements:
- (1) Advisory staffs
 - (a) Inspection Staff
 - (b) Policy Staff
 - (2) Support staffs
 - (a) Security Research Staff
 - (b) Alien Affairs Staff

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(c) Administration and Training Staff

(3) Operating elements

(a) Personnel Security Division

(b) Physical Security Division

(c) Security Support Division

(d) Field Offices

- b. The Director of Security can most effectively coordinate the operational aspects of his overall mission by the employment of two deputies charged with specific areas of responsibility.
- c. A nominal increase in the total staffing pattern is justified, and is in keeping with current workload requirements and the office objective of rendering expeditious service in the field of clearances and operational support. Requirements indicated by actual review of operations, or by measurement of performance over a specified period, support the conclusion that a personnel ceiling increase of [redacted] positions is justified.

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6. RECOMMENDATIONS:

It is recommended that:

- a. The overall organizational structure shown in Appendix II and in detail in Tabs A through L, inclusive, be approved.
- b. The proposed distribution of [redacted] positions shown in Tab III be approved and that Tables of Or-25X9 organization for each proposed element included in the attached Tabs A through L be approved subject to classification action by the Assistant Director for Personnel.

(The recommended increase may be absorbed within the limit of the current fiscal year allotments and will result in an increase of approximately [redacted] in subsequent fiscal year allotments.) 25X1A

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- c. The present personnel ceiling of [REDACTED] positions be raised by [REDACTED] positions in order to bring the Table of Organization and the personnel ceiling into conformity. 25X9

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[REDACTED] 4 1955
Chief, Management Staff

25X1A

ANNEXES:

Tabs A thru L

CONCURRENCE:

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MAR 4 1955

SHEFFIELD EDWARDS
Director of Security

Date

ACTION BY APPROVING AUTHORITY:

APPROVED:

MAR 25 1955

151 L. K. White /g

Deputy Director (Support)

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Appendices

GENERAL TABULATIONS

I	Chart of Present Organizational Structure
II	Chart of Proposed Organizational Structure
III	Comparative Statement of Present and Approved T/O
IV	Gains and Losses by Staffs and Divisions Not Accounted for by Transfer of Functions

Tab

DETAILED TABULATIONS

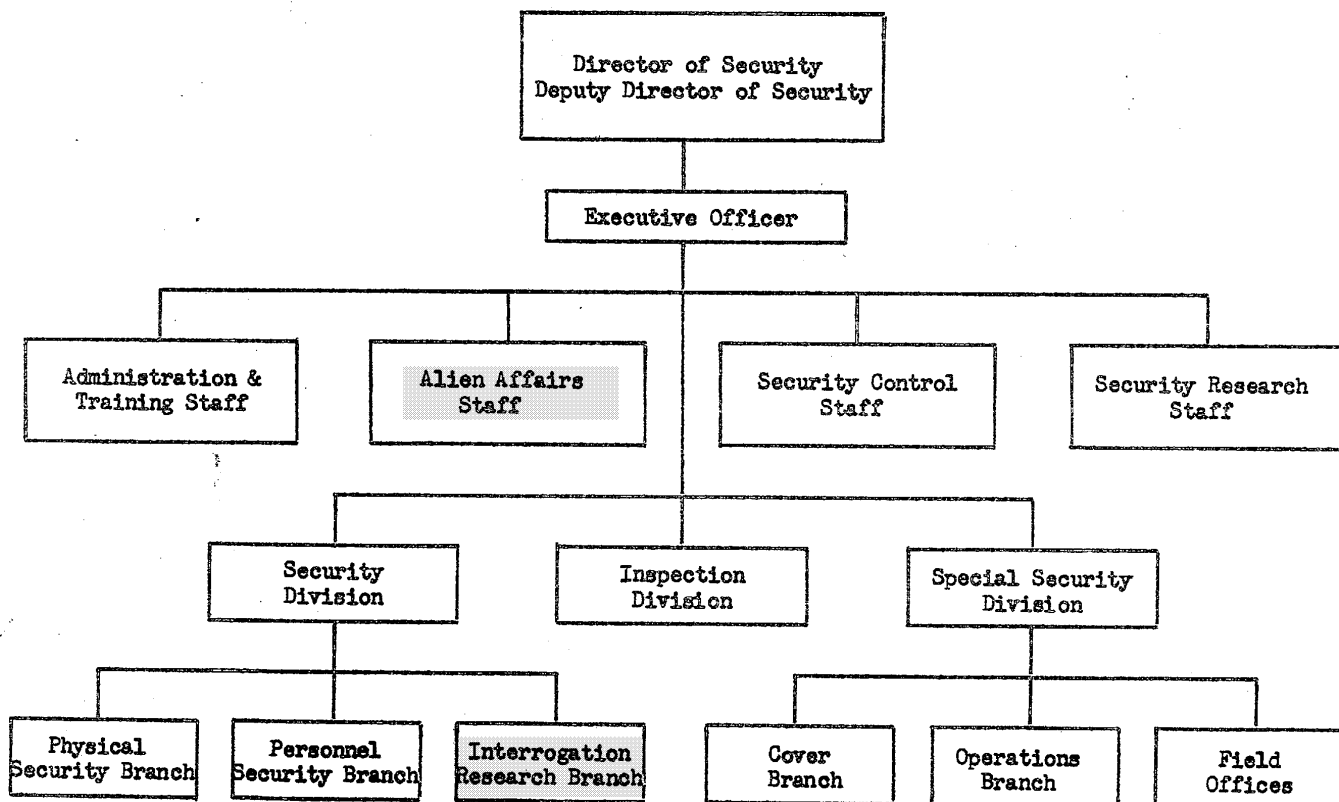
A	Office of the Director
B	Inspection Staff
C	Policy Staff
D	Security Research Staff
E	Alien Affairs Staff
F	Administration and Training Staff
G	Deputy Director for Personnel and Physical Support
H	Personnel Security Division
I	Physical Security Division
J	Deputy Director for Investigations and Operations Support
K	Security Support Division
L	Field Offices

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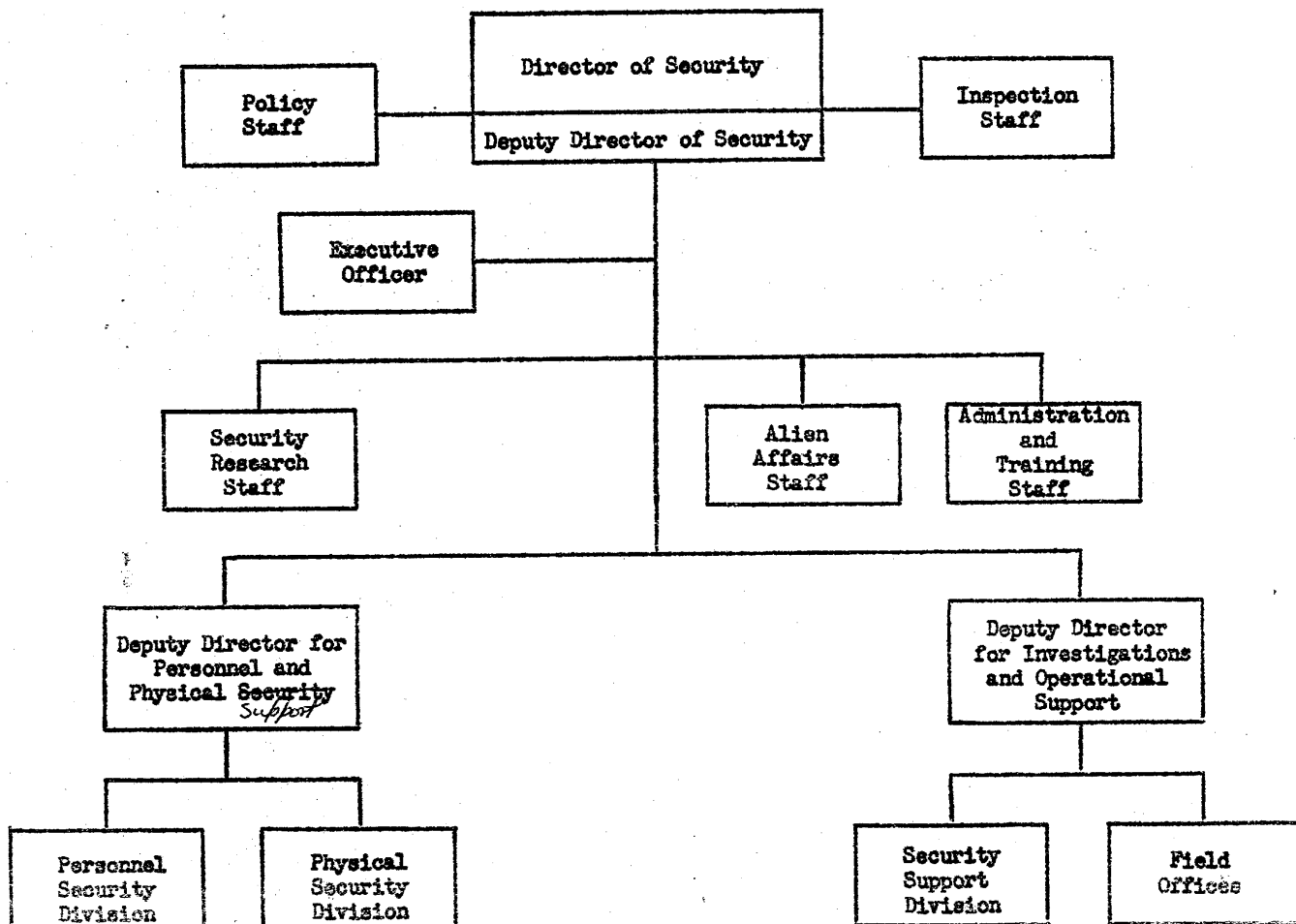
SECURITY OFFICE
PRESENT ORGANIZATION STRUCTURE



APP.
I

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Security Office
Proposed Organisation Structure



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APP.
II

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S E C R E T

Proposed Staffing Pattern, Security Office

Loss and Gains by Staffs and Divisions
Not Accounted for by Transfer of Functions

25X1A

Inspection Staff

Alien Affairs Staff

Security Research Staff

Deputy Director for Personnel and Physical Support

Personnel Security Division

Physical Security Division

Deputy Director for Investigations and Operational Support

Security Support Division

Field Activities including Pools

Total Gain

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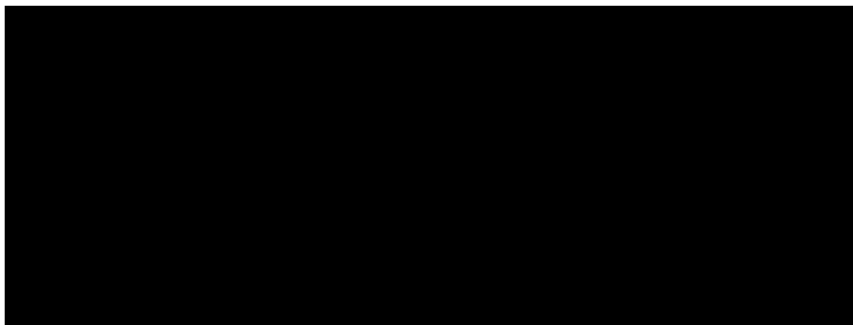
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S E C R E T

Detailed Listing of Positions

Office of the Director, Security Office

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MISSION AND FUNCTIONS OF THE SECURITY OFFICE

MISSION

The Director of Security is charged with the preparation and execution of the Agency's security program, and with the performance of security inspection functions.

FUNCTIONS

The Director of Security shall:

- a. Recommend the establishment of Agency policies relating to security, and establish procedures for their implementation.
- b. Establish safeguards necessary to prevent penetration of Agency activities by unauthorized individuals; develop domestic counterintelligence programs for the Agency.
- c. Obtain and evaluate through investigation and liaison contact pertinent information regarding personnel for employment, assignment, or association with the Agency. Approve or disapprove from a security standpoint the employment or utilization of individuals by the Agency.
- d. Determine the effectiveness with which security programs and policies are being accomplished.
- e. Coordinate and engage in policy and program planning of emergency measures.
- f. Prescribe security policies relating to the liaison and contact relations of Agency officials with others; establish and maintain necessary liaison with officials of other Government agencies on security matters.
- g. Investigate reports of violation or noncompliance with security policies or regulations and recommend or initiate appropriate action as may be required.

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- h. Make necessary inspections, investigations, and reports to assure proper maintenance of security.
- i. Conduct certain activities pertaining to the overall alien program.
- j. Conduct research in security fields.
- k. Provide trained professional security officers as required to Agency missions and installations.

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S E C R E T

OFFICE OF THE DIRECTOR

SECURITY OFFICE

DISCUSSION:

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The Office of the Director currently contains a total of ■ positions. The proposed Table of Organization provides for one Deputy with overall responsibility, an Executive Officer and necessary clerical support. The emergency planning function has been transferred to the Policy Staff due to its similarity to the functions assigned to that staff. One position concerned with CI activities has been transferred to the Security Research Staff, leaving a total of ■ positions in the proposed element.

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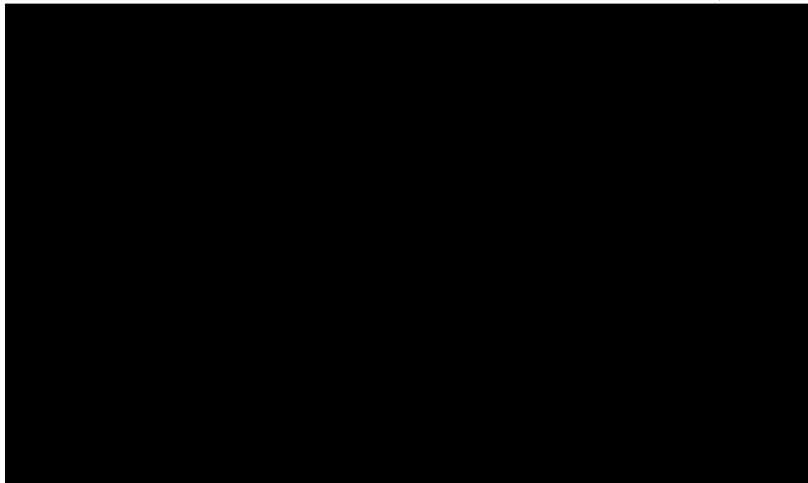
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Detailed Listing of Positions
Inspection Staff, Security Office

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S E C R E T

STATEMENT OF FUNCTIONS

INSPECTION STAFF

SECURITY OFFICE

The Chief, Inspection Staff, in an advisory capacity to, and under the general direction of the Director of Security, shall:

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1. Conduct regularly scheduled and special security inspections of all Agency installations to assure that proper security measures are being enforced.
2. Render staff guidance with respect to, or conduct security surveys of Agency contractors' facilities.
3. Ascertain the security suitability of non-Agency training facilities.
4. Provide security guidance for Agency classified procurement programs.
5. Serve as coordinator for Security Officers assigned outside of the Security Office.
6. Monitor lists of all visitors entering Agency buildings.
7. Conduct special studies and perform any other duties as requested by the Director of Security.

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S E C R E T

INSPECTION STAFF

SECURITY OFFICE

DISCUSSION:

The Inspection Staff was formerly designated the Inspection Division and identified as a line element within the Office. The Division had [] Table of Organization positions. In addition to the accompanying statement of functions the element has served in a staff capacity as an over-all trouble shooter when needed, being engaged in a variety of problems in which the protection of Agency interest and maintenance of security were paramount. The element is now shown in the location of a staff element and the functions remain substantially the same. 25X9

In the past, the organization has served the Office in general by holding and training personnel who were destined for assignment elsewhere at headquarters or in the field. As other arrangements are now available for the slotting of such personnel, the Table of Organization is reduced by [] positions. No unit measurement can be applied to such a staff organization, however the present number of [] positions are considered adequate to carry out the assigned functions. 25X9

TAB

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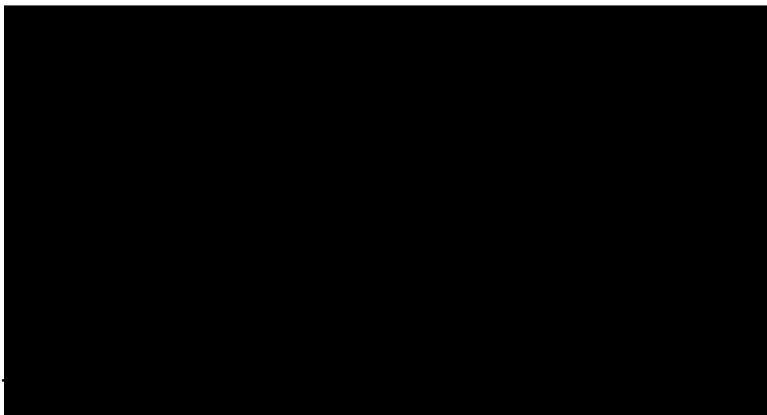
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Detailed Listing of Positions

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Policy Staff, Security Office



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S E C R E T

STATEMENT OF FUNCTIONS

POLICY STAFF

SECURITY OFFICE

The Chief, Policy Staff, under the general direction of the Director of Security, shall:

1. Serve as principal advisor to the Director of Security on all matters in which the establishment of security policy is necessary.
2. Render security consultation and guidance to the Director of Security and other Agency officials for security plans on inter-departmental exploitation, research and other joint effort activities.
3. Serve as Agency representative on inter-departmental and inter-national committees on security problems of mutual interest.
4. Develop and maintain control over the development of new security policy or changes in established policy.
5. Recommend collection and dissemination security policies and render interpretations, opinions, and decisions with respect to these policies.
6. Furnish security advice to various Agency boards and committees as requested.
7. Serve as a consultant, when requested, to furnish security advice concerning Agency external affairs.

S E C R E T

POLICY STAFF

SECURITY OFFICE

DISCUSSION:

The former Security Control Staff has been abolished as a separate entity and a staff element to be known as the Policy Staff is proposed. A considerable portion of the manhours expended in the former staff were expended in functions which pertained to the security considerations attendant to the external affairs of Agency personnel. It is proposed that these functions be divorced from the staff, being transferred to the element responsible for personnel security, leaving in the Policy Staff those functions which pertain to overall Agency security policy. This will include the development and control of regulations. This separation of continuing review of employee activities will make possible a more effective concentration upon policies of general Office and Agency concern.

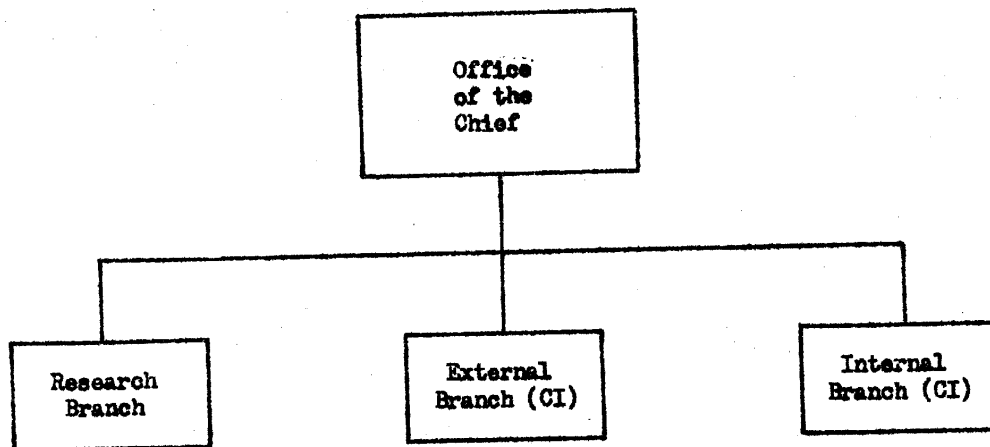
The new staff will retain those personnel who have been responsible for the accompanying functions plus the needed clerical support. In addition, the Emergency Planning Office has been added, who was formerly located in the Director's Office. As the work of the former Security Control Staff with respect to employee activities is not considered to be in the nature of a staff activity since it is neither advisory to the Director of Security, nor in support of the Security Office operating elements, it is considered logical to divorce it from overall policy.

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Security Office
Security Research Staff
Proposed Organization Structure



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Detailed Listing of Positions

Security Research Staff, Security Office

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STATEMENT OF FUNCTIONS

SECURITY RESEARCH STAFF

SECURITY OFFICE

The Chief, Security Research Staff, under the direction of the Director of Security, shall:

1. Receive, evaluate, and develop information for the purpose of preventing, detecting, and eliminating any penetration of the Agency by foreign intelligence organization.
2. Receive evaluate, and develop information for the purpose of preventing, detecting and eliminating any penetration of the Agency by any domestic organization whose activities may be inimical to the United States.
3. Maintain liaison with various sensitive government agencies to assure a free flow of highly sensitive information necessary to Agency operations.
4. Conduct necessary research in connection with employee loyalty cases.
5. Coordinate the counterintelligence effort throughout the Security Office.
6. Conduct special investigations concerning allegations made against Agency employees both at headquarters and in the field.
7. Maintain an appropriate reference file for the conduct of highly sensitive research activities.
8. Conduct interrogations in connection with the above functions.

S E C R E T

SECURITY RESEARCH STAFF

SECURITY OFFICE

DISCUSSION:

The stated functions of the Security Research Staff are applicable to both the External and Internal Branches. The External Branch will be primarily concerned with activities outside of the United States while the Internal Branch will handle the same activities concerning personnel in Headquarters and elsewhere within the United States. The branches are small, the functions identical with respect to purpose, and the geographical distribution of the workload is logical.

The functions of the Research Branch are not listed or discussed as the personnel of the branch are solely concerned with the conduct of a highly sensitive program.

JUSTIFICATION:

The work of the branch does not lend itself to a statistical analysis. Cases may be generated by any of the other elements of the Security Office and may be completed by a relatively routine file search or may require the full time of several persons over a protracted period. The volume and the nature of the workload has been discussed with the Staff Chief.

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It is felt that the augmentation of the organization by [REDACTED] to a total strength of [REDACTED] positions is justified, based upon statements concerning the nature and volume of the work.

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**Detailed Listing of Positions
Alien Affairs Staff, Security Office**

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STATEMENT OF FUNCTIONS

ALIEN AFFAIRS STAFF

SECURITY OFFICE

The Chief, Alien Affairs Staff, in an advisory capacity to, and under the direction of the Director of Security, shall:

1. Prepare cases in behalf of the Agency involving permanent residence within the United States for aliens entering under the provisions of Section 8 of the CIA Act of 1949.
2. Maintain liaison with all appropriate agencies of the Government with respect to matters affecting such aliens.
3. Within the limits of security, assist other Agency components in matters of entry into, status, and disposal within the United States of aliens who are of interest to the Agency.

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ALIEN AFFAIRS STAFF

SECURITY OFFICE

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DISCUSSION:

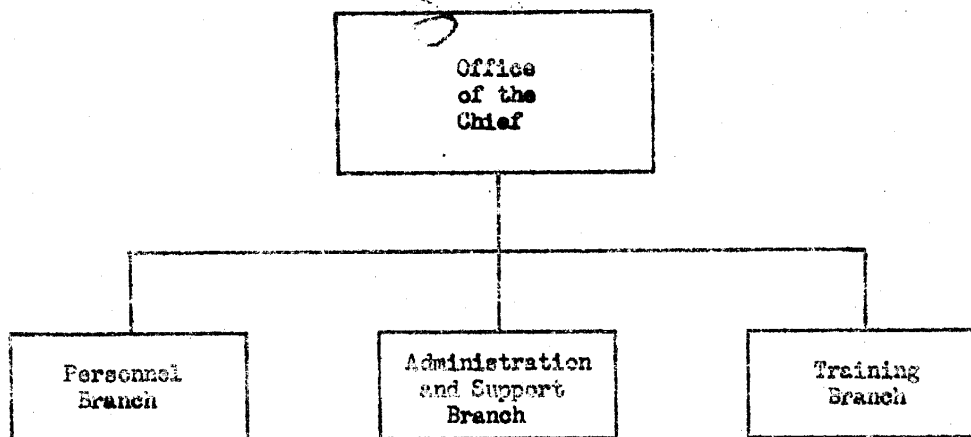
The functions of this staff have remained the same since its establishment. The proposed Table of Organization requests one additional clerical position for a total [REDACTED] professional positions. The staff has utilized an additional clerical position in the part on a temporary loan basis from other headquarters elements. Of the factors which may be referred to as indicative of the staff workload, all are expected to either increase or remain constant within the next year. The number of formal contacts with other government agencies such as the Customs Service, Bureau of Immigration and Naturalization, and the Public Health Service is expected to increase as is the number of aliens of interest to the Agency. It is expected that with the increased clerical support rendered on a full time basis this plus the work of answering numerous inquiries can be met. The staff is considered in the nature of a support element and is shown as such in the proposed Office structure.

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Security Office

Proposed Organization of Administration and Training Staff



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STATEMENT OF FUNCTIONS
ADMINISTRATION AND TRAINING STAFF

The Chief, Administration and Training Staff, under the direction of the Director of Security, shall:

1. Assist and advise the Director of Security, staff and line chiefs in the development, application and review of all administrative activities of the Security Office.
2. In cooperation with the Security Service Board, formulate and execute internal personnel and training policy.
3. Develop personnel requirements, and conduct personnel functions involving the preparation, recording, review and disposition of personnel forms and records.
4. Develop training requirements for the Security Office, direct the formulation of security training programs and courses and schedule Security Office personnel for training.
5. Administer the Security Office records management program.
6. Advise in the preparation of staff and division budget estimates, prepare overall budget estimates and justifications, and assist the Director in presentation of budget material at Comptroller hearings.
7. Develop and control procedures governing Security Office issuances, and provide assistance to division and staff chiefs in the preparation of internal issuance or Agency regulations.

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STATEMENT OF FUNCTIONS

PERSONNEL BRANCH

The Chief, Personnel Branch, under the direction of the Chief, Administration and Training Staff, shall:

1. Develop a program of personnel policies and administration for the Security Office within the framework of established Agency policies and regulations.
2. Advise staff and division chiefs on all phases of personnel problems.
3. Review personnel evaluations for Security Office personnel and provide advice and assistance to supervisors and personnel with respect to evaluations.
4. Maintain current information and status of Tables of Organization and Position Inventory records.
5. Review Personal History Statements and other data and interview prospective employees for referral to appropriate staffs or divisions.
6. Screen, control and initiate personnel action requests.
7. Provide support for the Office Career Service Board by providing advance information on re-turning personnel, maintaining rosters of personnel available for reassignment, and providing technical advice upon request.
8. Conduct exit interviews and recommend appropriate action to reduce personnel turnover.
9. Provide rosters containing work experience, qualifications, skills, area knowledge and area preference for all SO career designation to serve as a basis for Career Service Board action.
10. Conduct special briefings of all prospective Security Office personnel.

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11. Issue and maintain control of all credentials used by Security Office personnel.
12. Conduct continuing research in matters such as personnel utilization, absenteeism, turnover and recommend action to develop and maintain an efficient working force.
13. Control all cable and dispatch traffic pertaining to SO career designation personnel.

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STATEMENT OF FUNCTIONS

ADMINISTRATION AND SUPPORT BRANCH

The Chief, Administration and Support Branch, under the direction of the Chief, Administration and Training Staff, shall:

1. Plan and develop initial Security Office budget.
2. Compile, analyze, and evaluate workload data and standards.
3. Furnish supplemental justification, coordinate replanning and rescheduling resulting from changes in estimates.
4. Interpret budget policy and directives, and transfer funds between allotment accounts as necessary.
5. Administer and control funds allotted to Security Office Review monthly reports and assure that funds are expended as programmed or revise allotments in keeping with current programs.
6. Recommend and establish Security Office policy and develop procedural instructions in connection with all administrative matters on more than one Security Office component.
7. Develop and maintain a Security Office manual showing organizational structure and functions, evaluate requests and recommendations for changes in organization, functional assignments and staffing and recommend appropriate action.
8. Maintain accountability for all housekeeping and technical property located outside of the departmental area.
9. Exercise administrative control over and furnish support to covert sites used by the Security Office.
10. Administer contractual arrangements of the Correspondents Program and with other service contractors.

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STATEMENT OF FUNCTIONS

TRAINING BRANCH

The Chief, Training Branch, under the direction of the Chief, Administration and Training Staff, shall:

1. Develop and conduct an internal Office-wide training program within the framework of established Agency policies and regulations.
2. Advise staff and division chiefs on all phases of training problems.
3. Conduct such lectures and courses in security control and operations which are provided by the Security Office.
4. Conduct security indoctrination classes for all new Agency personnel.
5. Maintain training rosters and schedule individuals for prescribed training.
6. Determine training requirements for technical security training for personnel of the Security Office and other offices of the Agency dealing with security matters and collaborate with the Office of Training to develop appropriate training methods, standards, facilities, and courses to fill these requirements.

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ADMINISTRATION AND TRAINING STAFF

SECURITY OFFICE

DISCUSSION:

The assigned functions and the number of positions requested for this staff remains unchanged. In the past the staff has been unable to reach its full complement of personnel. With the mechanisms available to properly slot to maintain a full complement it is anticipated that the staff can properly handle the workload. The branch organization is considered proper with the training activities being recognized in a separate branch. As the training branch, in addition to coordinating normal training requirements, also develops and conducts extensive technical training program for agent and other personnel, branch recognition is considered desirable.

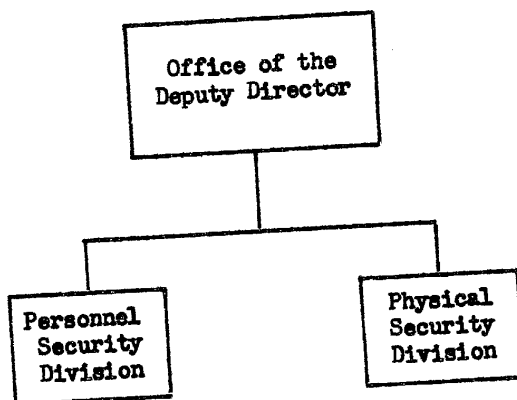
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S E C R E T

**Security Office
Proposed Organization
Deputy Director for Personnel
and Physical Support**



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S E C R E T

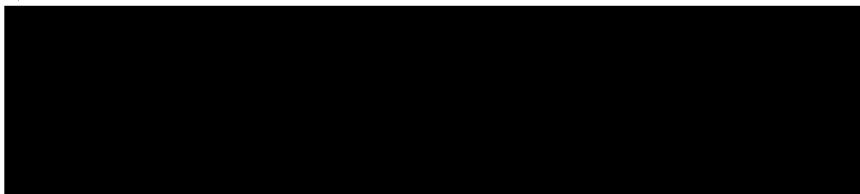
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S E C R E T

Detailed Listing of Positions

Deputy Director, Personnel and Physical Support

Security Office



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S E C R E T

STATEMENT OF FUNCTIONS

DEPUTY DIRECTOR FOR PERSONNEL AND PHYSICAL SECURITY

SECURITY OFFICE

The Deputy Director for Personnel and Physical Security, under the general direction of the Director of Security, shall:

1. Recommend to the Director of Security the establishment of new policy or modification of existing policy as it pertains to the fields of personnel and physical security in order to assure efficient and economical operation of the separate programs.
2. Direct the implementation of security policies laid down by the Director of Security.
3. Provide policy guidance and control for the two operating divisions under his jurisdiction.
4. Direct and review the development of plans for the achievement of long range objectives in the two operating divisions under his jurisdiction.
5. Represent the Director of Security on certain operational matters involving physical and personnel security with other government agencies.

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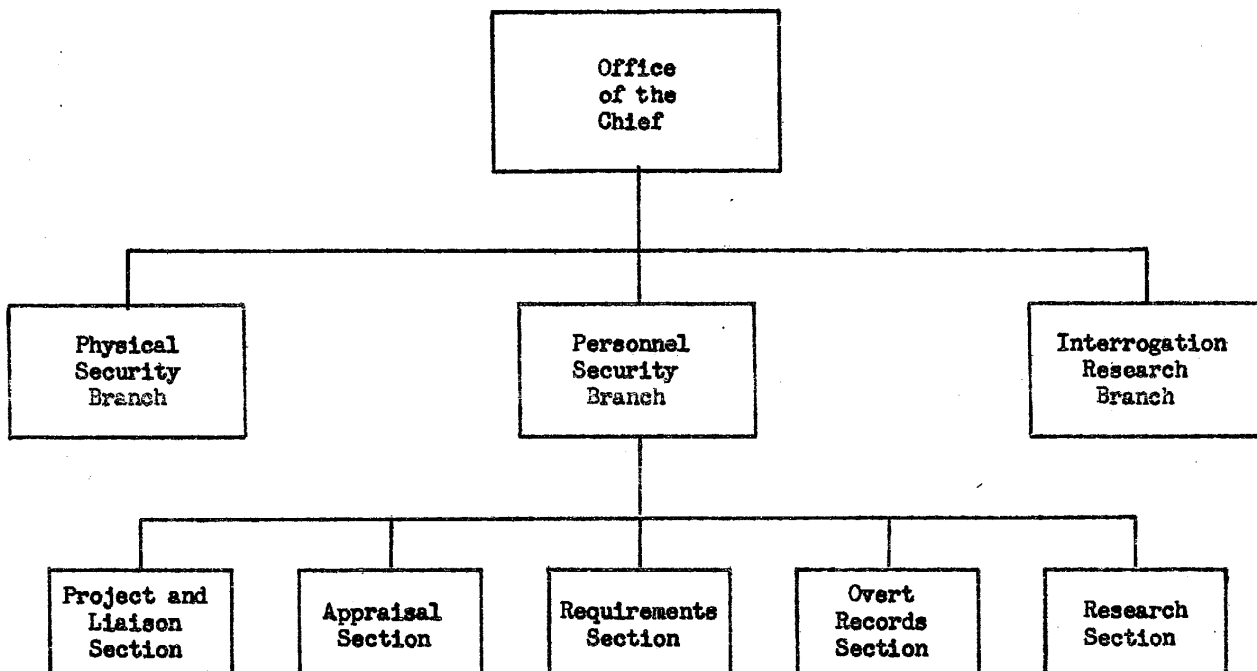
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S E C R E T

Security Office

Security Division

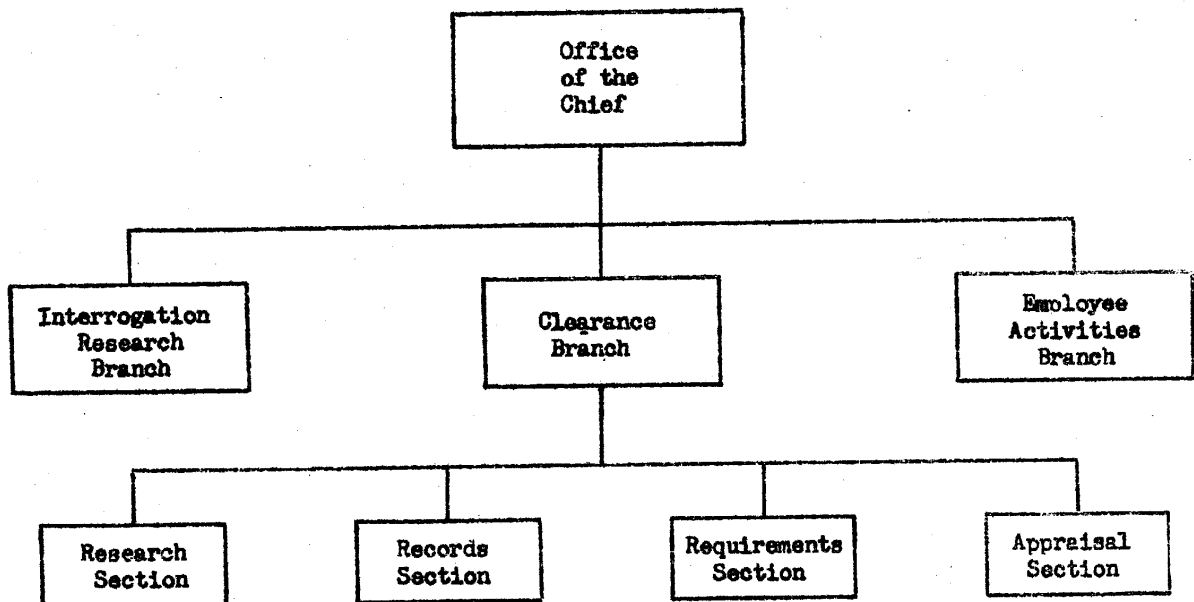
Present Organization Structure



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Security Office
Personnel Security Division
Proposed Organization Structure



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STATEMENT OF FUNCTIONS
PERSONNEL SECURITY DIVISION
SECURITY OFFICE

The Chief, Personnel Security Division, under the direction of the Deputy for Personnel and Physical Security, shall:

1. Initiate and determine the scope of all personnel security investigations for overt and semi-covert personnel.
2. Appraise and analyze the field investigations submitted for overt and semi-covert personnel for adequacy of coverage, pertinence of information and any evidence bearing upon the security aspects of each case.
3. Approve such personnel for employment or association with the Agency as employees, consultants, or contractors and recommend their disapproval for security reasons.
4. Conduct a program of review and re-appraisal of employees and initiate action for those persons determined to constitute a security risk.
5. Maintains personnel reference files on all but covert personnel and controls dissemination of such personnel security information to other components of the Agency and to other agencies.
6. Conduct a program of exit briefings for personnel leaving the Agency as well as departing for overseas.
7. Approve from a security standpoint the transfer of employees between components of the Agency.
8. Conduct interviews by means of general and special interrogation techniques to augment and assist in personnel investigations.

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9. Review for possible security implications all requests by employees to participate in various outside activities, to assure that no conflict with Agency interest would result from such an association.
10. Clear employees of other agencies for liaison with the Agency and for attendance at Agency orientation and indoctrination briefings.
11. Clear [REDACTED] sources of intelligence information for use by the Contact Division, Office of Operations.

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STATEMENT OF FUNCTIONS

CLEARANCE BRANCH

PERSONNEL SECURITY DIVISION

SECURITY OFFICE

The Chief, Clearance Branch, under the direction of the Chief, Personnel Security Branch, shall:

1. Initiate and determine the scope of all personnel security investigations for overt and semi-covert personnel.
2. Appraise and analyze the field investigations submitted for overt and semi-covert personnel for adequacy of coverage, pertinence of information and any evidence bearing upon the security aspects of each case.
3. Approve such personnel for employment or association with the Agency as employees, consultants or contractors and recommend their disapproval for security reasons.
4. Conduct a program of review and reappraisal and initiate necessary action on those persons determined to constitute a security risk.
5. Maintains personnel reference files on all but covert personnel and controls dissemination of such personnel security information to other components of the Agency and to other agencies.
6. Conduct a program of exit briefings for personnel leaving the Agency as well as departing for overseas.
7. Approve from a security standpoint the transfer of employees between components of the Agency.

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8. Prepare analyses of available security information on persons and organizations that are of interest to Security Office personnel as well as other Agency officials.
9. Maintain a library of current publications which pertain to Security Office operations.
10. Clear employees of private firms who enter Agency buildings to perform services.
11. Clear the guard and char force operating within Agency buildings.
12. Clear [REDACTED] sources of intelligence and technical information for exploitation by the Contacts Division and other offices of the Agency.

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STATEMENT OF FUNCTIONS
INTERROGATION RESEARCH BRANCH
PERSONNEL SECURITY DIVISION
SECURITY OFFICE

The Chief, Interrogation Research Branch, under the direction of the Chief, Personnel Security Division, shall:

1. Conduct interviews by means of general and special interrogation techniques to augment and to assist in personnel investigations.
2. Train operators in the use of equipment and methods used in conducting such interrogations.
3. Conduct continuing research on equipment and in improved methods and techniques employed in the conduct of such interrogations.

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STATEMENT OF FUNCTIONS

EMPLOYEE ACTIVITY BRANCH

SECURITY OFFICE

The Chief, Employee Activity Branch, under the direction of the Chief, Personnel Security Division, shall:

1. Render security guidance with respect to Agency employees group social activities.
2. Furnish advice as requested by Agency employees on the completion of questionnaires and applications pertaining to their outside activities.
3. Clear Agency employees for attendance at meetings and conventions, and for attendance at outside schools and all courses of instruction.
4. Clear all papers, speeches and writings of, or concerning, Agency employees for presentation outside of the Agency and clear employees to engage in private foreign travel, part-time employment and other activities which may be of interest to the Agency from a security stand-point.
5. Render advice and assistance regarding court appearance of employees and furnishing of affidavits for loyalty hearings.
6. Clear employees of other agencies for liaison with the Agency and for attendance at Agency orientation and indoctrination briefings.
7. Reply to correspondence from persons outside of the government, when security considerations are involved.

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PERSONNEL SECURITY DIVISION

SECURITY OFFICE

DISCUSSION:

1. The organizational arrangement of the proposed Personnel Security Division is based upon the objective of placing those clearance functions pertaining to personnel in one organizational entity at division level. The proposed division accomplishes this for overt and semi-covert clearance work. The organization is composed of a nucleus of the Personnel Security Branch, to be redesignated the Clearance Branch, and includes the Interrogation Research Branch. This branch will remain with no change in functions, but its total staff will be decreased. A recently created element designated the Employee Activities Branch will complete the division structure.
2. The physical security activity has been transferred with all functions and established as a division and is discussed in the appropriate tab. All functions pertaining to the Safety Program has been transferred with two positions to the Physical Security Division as they are related to the building security functions performed by that division.
3. The T/O of the Interrogation Research Branch has been reduced by [] positions. When the branch T/O was established provision was made in excess of immediate needs to provide for training requirements. The present number of [] positions is considered sufficient to continue the program.
4. The functions of Clearance Branch will remain the same with the elimination of the Project and Liaison Section which is to be abolished as an element. The section was established to effect liaison with other government agencies and to serve as a point of contact with Agency representatives bringing name check requests to the Security Division. This function is now performed by one person in the branch Office of the Chief. The division of functions performed by the Requirements and Appraisal Sections is considered proper in order to maintain objectivity in handling clearances.
5. During the survey of the Security Control Staff it was readily apparent that those functions pertaining to a review of employee outside activities in which the Agency might have an interest, could be isolated. In an effort to bring as much personnel clearance work as possible within the same sphere it was further apparent that this could best be handled within one operating

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element. The proposed Employee Activities Branch accomplishes this objective and separates the day to day review of employees activities from policy matters as is discussed in Tab C. Due to a substantial increase in employee activities an addition of ■ positions is proposed. 25X9

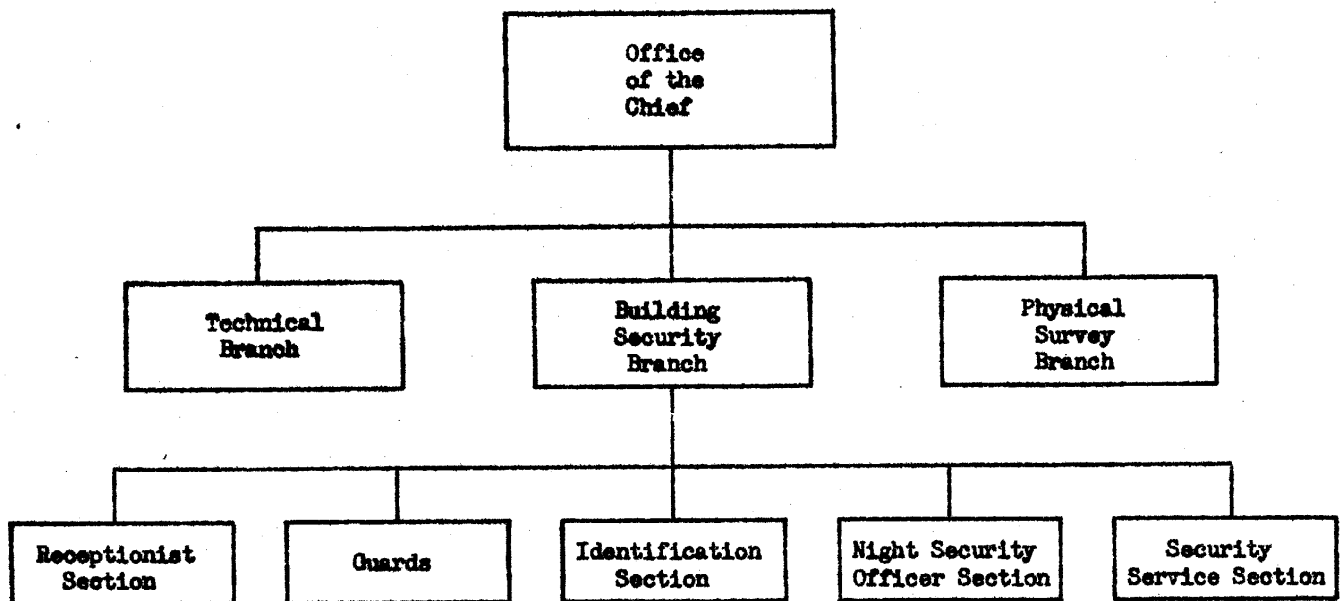
6. Due to realignment of functions and a decrease in positions which were not filled no increase in the division total strength is necessary.

S E C R E T

TAB

SECRET

Security Office
Physical Security Division



SECRET

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STATEMENT OF FUNCTIONS

PHYSICAL SECURITY DIVISION

SECURITY OFFICE

The Chief, Physical Security Division under the direction of the Deputy Director for Personnel and Physical Support, shall:

1. Be responsible for planning and directing a general over-all security program designed to safeguard all classified information, installations, buildings, property, equipment and personnel of the Agency.
2. Prepare and implement security regulations, procedures and methods for the proper safeguarding and control of classified information.
3. Plan and supervise the execution of security systems for the protection of intelligence operations within the organization, the interruption of which might seriously affect the efficient operation of the Agency.
4. Conduct physical security surveys of buildings or areas to be occupied by the Agency [REDACTED] to insure that such installations meet adequate security requirements and make recommendations as appropriate or necessary to provide adequate security for such installations.
5. Make periodic re-surveys and inspections of all buildings or areas presently occupied by the Agency, including field offices, to insure that adequate standards of security are being maintained and to recommend procedures, changes, installations, alterations or construction work that would improve existing security.
6. Act in an advisory capacity to organizational units as to the application of security regulations to their respective organizations.
7. Investigate each security violation including loss or compromise of classified information, extent of compromise, and identity of responsible individual.

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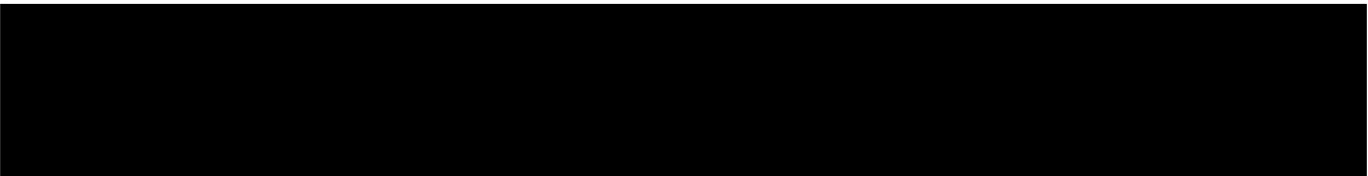
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8. Investigate cases of loss, theft or mis-use of Agency property.
9. Determine guard requirements for Agency operations and supervise the guard force.
10. Devise and implement an identification system and control procedures for all Agency employees and visitors.
11. Supervise a staff of receptionists engaged in processing of visitors to and from Agency buildings.
12. Provide for the secure collection, transportation and destruction of all classified waste of the Agency.
13. Provide a program for the maintenance and repair of all Agency safekeeping equipment and for the periodic changing of combinations on such equipment.
14. Maintain personnel on duty in the Security Office 24 hours a day to perform a variety of security assignments and to handle any security problems or emergencies that may arise during non-working hours.
15. Plan, develop and conduct an Agency-wide safety program, and survey reported hazardous conditions and make recommendations for their correction.
16. Conduct a firearms program and train such Agency employees who are required to carry firearms in connection with their official duties.

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19. Provide for the personal safety of certain high-level Agency officials.
 20. Test and evaluate safe-keeping equipment and approve or disapprove such equipment for Agency use.

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21. [REDACTED] based on security requirements, Agency requests for the installation of
22. Coordinate with IAC agencies on all physical security matters of mutual interest.
23. Participate in the planning and execution of an Agency emergency plan designed to safeguard the Agency's classified material and operations in case of serious emergency.
24. Command a platoon of Agency Security Patrol which is organized for the purpose of protecting classified material, installations, property and personnel of the Agency in the event of an emergency.
25. Provide armed security support for the transportation of classified or sensitive materials and provide security support for high-level conferences held out of town.
26. Devise and implement security procedures with respect to the following:
 - a. Transmission, receipt, logging and storage of classified information.
 - b. Destruction of classified documents and classified waste.
 - c. Uniformity as to classification and declassification of documents and the disposal of obsolete classified material.
 - d. Loss or possible compromise of classified documents or information.
 - e. Security responsibility of the individual while on duty.
 - f. Security in office routine.
 - g. Properly securing and checking offices at close of the working day.
 - h. Staff security check systems.

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STATEMENT OF FUNCTIONS
BUILDING SECURITY BRANCH
PHYSICAL SECURITY DIVISION
SECURITY OFFICE

The Chief, Building Security Branch under the direction of the Chief, Physical Security Division shall:

1. Establish adequate safeguards necessary to preclude the physical penetration of Agency installations and activities by unauthorized individuals.
2. Upon recommendation of the Physical Survey Branch, implement the necessary requirements and procedures to provide for the adequate security of Agency buildings and installations.
3. Security process all new Agency employees, including fingerprinting, photographing, signing of Secrecy Agreement, reading Agency Security Regulations and extracts of U.S. Espionage laws.
4. Make up, issue, control and maintain records of employee badges, special and limited passes and various types of special credentials.
5. Determine guard requirements for Agency operations and supervise the guard force.
6. Establish a procedure for the control of visitors, maintaining appropriate records and investigating unusual visitor activity.
7. Supervise receptionist staff.
8. Conduct building inspections to insure continuing adequacy of security safeguards.
9. Collect, transport and provide for the destruction of all classified waste of the Agency.

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10. Maintain and repair all Agency safe-keeping equipment and the periodic changing of combinations of such equipment.
11. Maintain a master emergency control record of all Agency safe combinations.
12. Maintain personnel on duty in the Security Office 24 hours a day to perform a variety of security assignments and to handle any security problems or emergencies that may arise during non-working hours.

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STATEMENT OF FUNCTIONS

PHYSICAL SURVEY BRANCH

PHYSICAL SECURITY DIVISION

SECURITY OFFICE

The Chief, Physical Survey Branch under the direction of the Chief, Physical Security Division, shall:

1. Conduct physical security surveys and re-inspections of all installations, buildings, areas and space required for Agency use and approves or disapproves the physical security of such facilities.
2. Conduct security surveys and audits on a continuing basis to insure that the Agency's Security Regulations and policies are observed and practiced.
3. Investigate violations of Security Regulations, to fix responsibility in each case, to ascertain the degree of compromise and to recommend corrective measures to reduce the probability of a recurrence.
4. Investigate the loss or compromise of classified information to recover same, if possible, and to ascertain the extent of compromise, if any, and to determine the identity of the responsible individuals.
5. Investigate cases involving alleged malfeasances and the loss, theft or mis-use of Agency property and the development of facts and evidences concerning these matters.
6. Maintain security violation records on each Agency employee.
7. Provide reports to the various office heads with respect to security violations in order that appropriate corrective and disciplinary action may be taken.
8. Prepare statistical information with respect to the number of security violations, the incidence of certain types of violations, the causes thereof, and the degree of compromise involved.

S E C R E T

PHYSICAL SECURITY DIVISION

SECURITY OFFICE

DISCUSSION:

1. The proposed organizational pattern will provide for the establishment of an Office of the Chief, which will be responsible for certain staff type functions, such as a safety and firearms program and three branches with clearly defined responsibilities. The previous organization, which the physical security activity performed at branch level, did not provide for any formal subdivision of organization below the branch level.

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3. All aspects of the day to day measures necessary to assure the physical security of Agency premises have been centralized in a Building Security Branch. This provides for central supervision of all persons involved in admission of outside personnel to Agency premises as well as the control records concerning them. Functions allied to the guarding of the physical property of the Agency such as the collection and disposal of classified trash have been placed under a Service Section which is also responsible for the maintenance, minor repair and changing combination of all Agency safes. This section provides for a logical grouping of all service type functions.
4. A small section is provided for the issuance and control of Agency passes and other credentials.
5. A separate section is provided for the night Security Officers to be under the direct supervision of the Chief, Building Security Branch. The section will provide for sufficient personnel to cover the office during all times other than normal working hours as well as to supply personnel for continuing routine building inspections, supervision of the guard force or to be on hand when emergencies arise concerning the physical security of Agency premises.

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6. In addition to the above mentioned activities of the Technical Branch, the Chief has the responsibility for the supervision and administration of the detail assigned to provide protection to the Director and to provide for the security of his immediate office.
7. The separate functions to be conducted in the Office of the Chief include all phases of an Agency firearms program and the conduct of an Agency-wide safety program.
8. A Security Survey Branch is provided to provide an investigative organization as it pertains to physical security of buildings and within the paperwork area. The Branch will handle violations of all types and render investigations on the loss, compromise or possible compromise of classified documents. It will conduct building surveys of such type as may be necessary when additional space is to be procured or render advice concerning major alterations of property or moves, as distinguished from routine building surveys to be conducted by the Building Security Branch.

JUSTIFICATION:

- 25X9 1. The proposed T/O for the division includes ■ positions, an increase of ■ positions in excess of 25X9 the Physical Security Branch. The transfer of 2 Safety Engineers from the Security Division and 25X9 ■ positions for the Technical Branch account for a total of ■ positions. An additional Clerk 25X9 Stenographer is proposed for needed clerical support for the Office of the Chief and to support the Technical Branch. In addition a Technical Assistant is proposed for this Branch.
2. Two Security Clerks are proposed; one to handle the increased demand occasioned by an increase in the volume of classified trash handled and the other to handle an increase in workload occasioned by safe combination changes.
3. Two additional Physical Security Officers are proposed; one for the Building Security Branch and the other for the Physical Survey Branch. These proposed positions may be substantiated by an increase of the numerous tasks assigned to the building Security Officers including night calls and the volume of work in investigating actual or possible breaches which may involve security violations.

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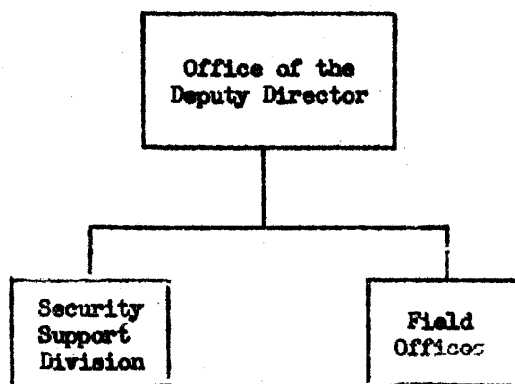
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S E C R E T

Security Office

Proposed Organisation

**Deputy Director for Investigations
and Operational Support**



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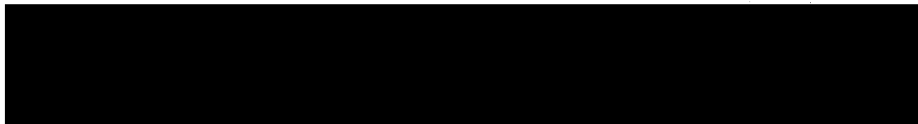
S E C R E T

Detailed Listing of Positions

Deputy Director, Investigations and Operational Support

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Security Office



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STATEMENT OF FUNCTIONS

DEPUTY DIRECTOR FOR INVESTIGATIONS AND OPERATIONAL SUPPORT

SECURITY OFFICE

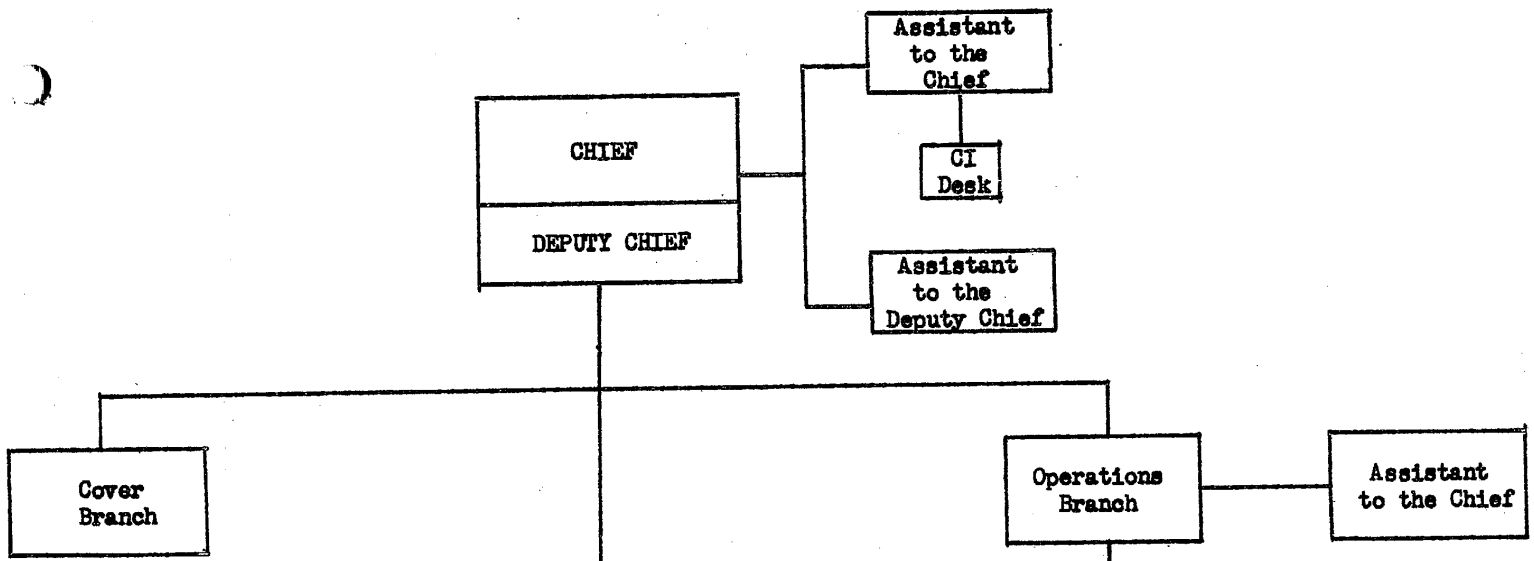
The Deputy Director for Investigations and Operational Support, under the general direction of the Director of Security, shall:

1. Recommend to the Director of Security the establishment of new policy or modification of existing policy as it pertains to the conduct of field security investigations and the establishment and maintenance of operational support in order to assure efficient and economical conduct of the interrelated programs.
2. Direct the implementation of security policies set forth by the Director of Security, and is directly responsible for the conduct of all field investigation activity.
3. Provide policy guidance and control for the headquarters operating elements and field offices under his jurisdiction.
4. Direct and review the development of plans for the achievement of long range objectives of operations under his jurisdiction.
5. Represent the Director of Security on matters involving investigative policies and practices with other government agencies.

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~~SECRET~~
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Special Security Division
Current Organization Structure*



* Source: Special Security Division Headquarters Manual

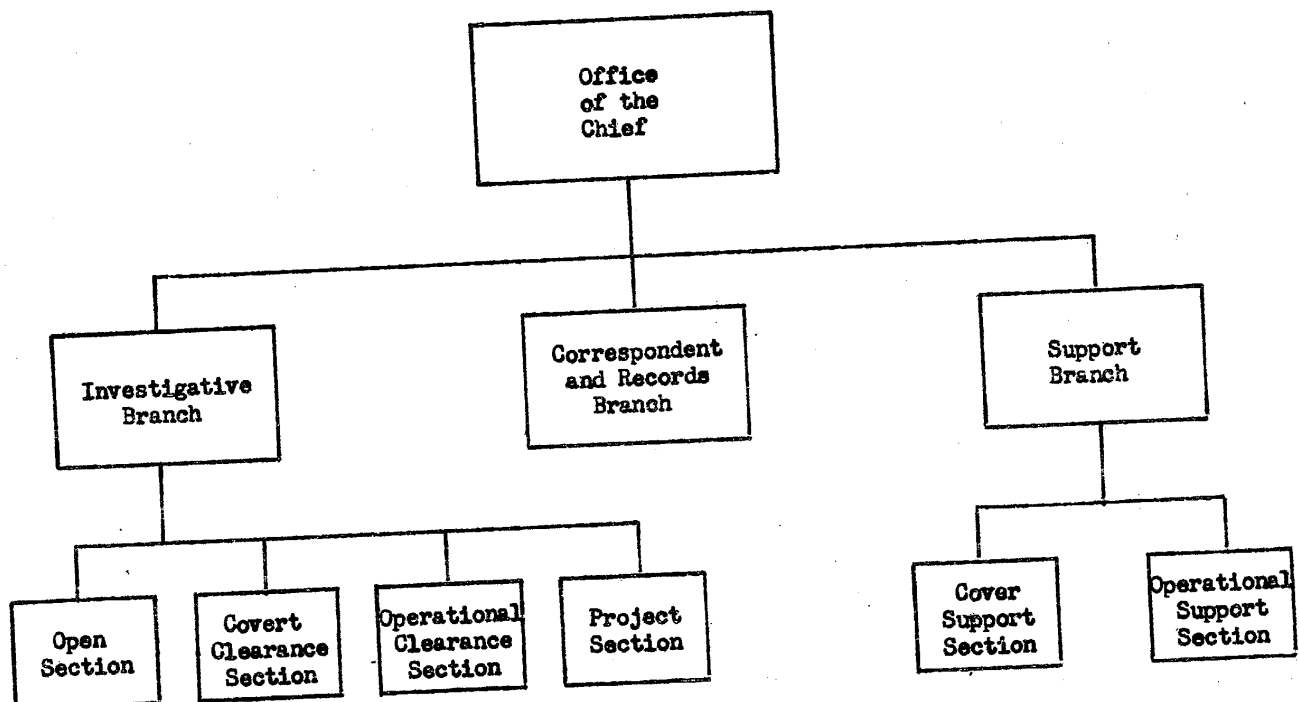
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S E C R E T

Security Office

Proposed Organization of Security Support Division



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STATEMENT OF FUNCTIONS

SECURITY SUPPORT DIVISION

SECURITY OFFICE

The Chief, Security Support Division, under the direction of the Deputy Director for Investigations and Operational Support, shall:

1. Coordinate and control the personnel investigation and operational support case load of field activities.
2. Supervise, guide, and direct the conduct of field investigations of overt, semi-covert, covert and other personnel of interest to the Agency.
3. Determine the scope and techniques to be used and prepare letters of instructions to field offices concerning the conduct of field investigations.
4. Review, analyze and evaluate field investigation reports and make determinations as to issuance, refusal or recommendations concerning clearances as appropriate.
5. Supervise operational support cases involving special inquiries concerning personnel, escorting of personnel and material, protective custody of personnel, and other investigations in support of Agency operations which are not of a clearance or cover support nature.
6. Investigate the compromise of cover arrangements and report on the security implication of such compromises.
7. Provide guidance to all Security Office personnel on cover support matters in the conduct of Security Office programs.

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STATEMENT OF FUNCTIONS

INVESTIGATIONS BRANCH

SECURITY SUPPORT DIVISION

SECURITY OFFICE

The Chief, Investigations Branch, under the direction of the Chief, Security Support Division, shall:

1. Supervise, guide, and direct the conduct of field investigations of overt, semi-covert, covert and other personnel of interest to the Agency.
2. Determine the scope and techniques to be used in conducting field investigations of personnel.
3. Prepare letters of instructions for field investigations.
4. Review, analyze, and evaluate field investigation reports for completeness and make appropriate determinations as to the issuance or refusal of a clearance in appropriate cases.
5. Review, analyze and evaluate field investigation reports for the purpose of providing a sound recommendation for or against the issuance of clearances granted by other elements of the Agency.




7. Render advice and guidance to field offices regarding the conduct of investigations.

S E C R E T

**STATEMENT OF FUNCTIONS
CORRESPONDENT AND RECORDS BRANCH
SECURITY SUPPORT DIVISION
SECURITY OFFICE**

The Chief, Correspondent and Records Branch, under the direction of the Chief, Security Support Division, shall:

1. Establish administrative control for all requests for clearance action and operational support entering the division.

- 
5. Coordinate the preparation and maintain accountability for division manuals.
 6. Collaborate with the Administration and Training Staff on all matters pertaining to division administration.
 7. Establishes and maintains division indices.
 8. Receive and prepare cases for transmission to the Investigations and Support Branches.
 9. Maintain and control the distribution of covert files and records.

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10. Receive and dispatch mail and communication to the field offices.
11. Maintain a courier service to certain field offices.

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STATEMENT OF FUNCTIONS

SUPPORT BRANCH

SECURITY SUPPORT DIVISION

SECURITY OFFICE

The Chief, Support Branch, under the general direction of the Chief, Security Support Division, shall:

1. Develop and implement, in coordination with the Central Cover Division when appropriate, all cover arrangements for Security Office personnel, property, and installations.
2. Supervise special inquiries conducted within the United States in order to develop information concerning an individual or organization who may be of interest to the Agency.
3. Conduct liaison with the security offices of other government agencies in order to insure the security of official cover arrangements previously arranged by the Central Cover Division.
4. Provide advice and guidance on Agency project plans wherein cover support is determined to be a consideration.

25X1C

6. Supervise an escort service for escorting individuals and groups of personnel both within the United States and overseas.

25X1A 7. Plan and supervise the conduct of [REDACTED] site surveys and approve or disapprove the use of the property from the security standpoint.

8. Conduct such investigations, or carry on such activity in the field of both official and non-official cover, as requested by the Central Cover Division in the implementation or support of its programs.

S E C R E T

STATEMENT OF FUNCTIONS

COVER SUPPORT SECTION

SUPPORT BRANCH

SECURITY OFFICE

The Chief, Cover Support Section, under the general direction of the Chief, Support Branch, shall:

1. Develop and implement in coordination with the Central Cover Division when appropriate, all cover arrangements for Security Office personnel, property and installations.
2. Conduct such investigations, or carry on such activity in the field of both official and non-official cover, as requested by the Central Cover Division in the implementation or support of its programs.
3. Investigate the compromise of cover arrangement and report on the security implication of such compromise to the Deputy Director (Investigations and Support).
4. Conduct surveys and studies of various components of the Agency in order to effect improvements in the security of covers.
5. Review, on a continuing basis, procedures and operations of cover matters handled by any element of the Security Office and make recommendations as to appropriate action.
6. Conduct liaison with the security offices of other government agencies in order to insure the security of official cover arrangements, previously arranged by the Central Cover Division.
7. Provide advice and guidance to all Security Office personnel on cover support matters in the conduct of Security Office business.

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8. Provide advice and guidance on Agency project plans wherein cover support is determined to be a consideration.
9. Arrange for and direct the security debriefing of covert personnel and overt personnel who have not been debriefed at headquarters.
10. Plan and supervise the conduct of domestic covert site surveys and approve or disapprove the use of the property from the security standpoint.
11. Review papers, speeches and writings of covert personnel before presentation outside of the Agency.
12. Control the issuance of temporary badges to covert personnel.

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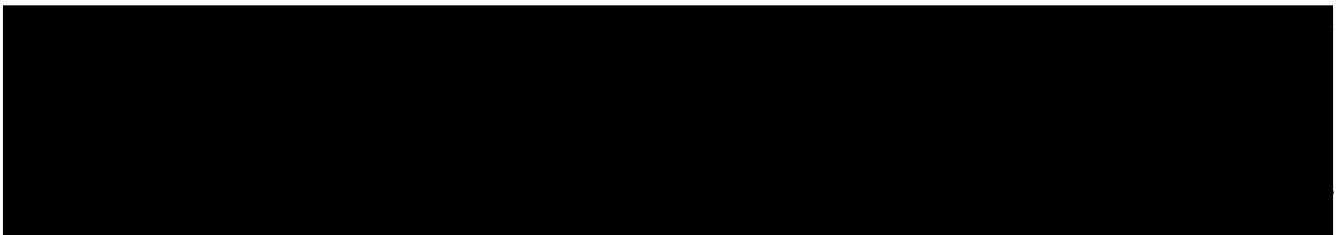
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STATEMENT OF FUNCTIONS
OPERATIONAL SUPPORT SECTION
SUPPORT BRANCH
SECURITY OFFICE

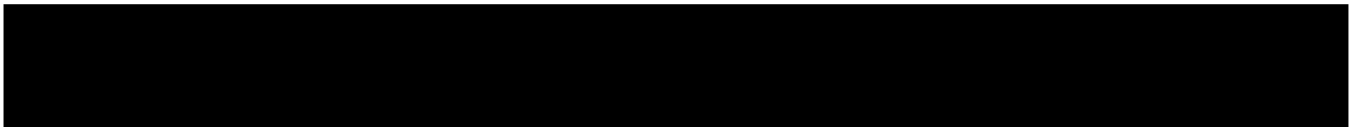
The Chief, Operational Support Section, under the general direction of the Chief, Support Branch, shall supervise:

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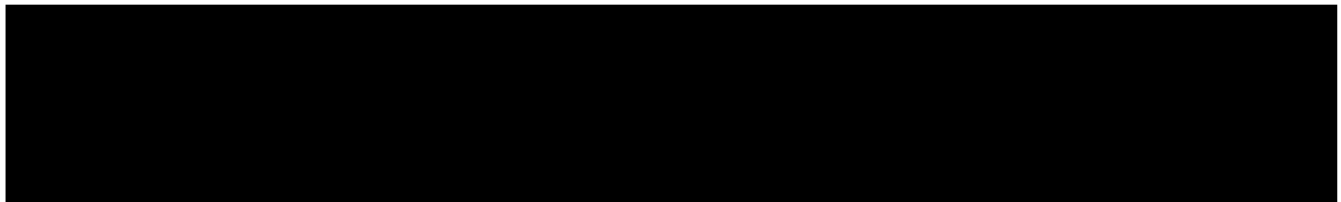
4. Escorting of personnel and material where security considerations so dictate.

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7. Arranging for personally conducted tours of the U.S. for visiting dignitaries.

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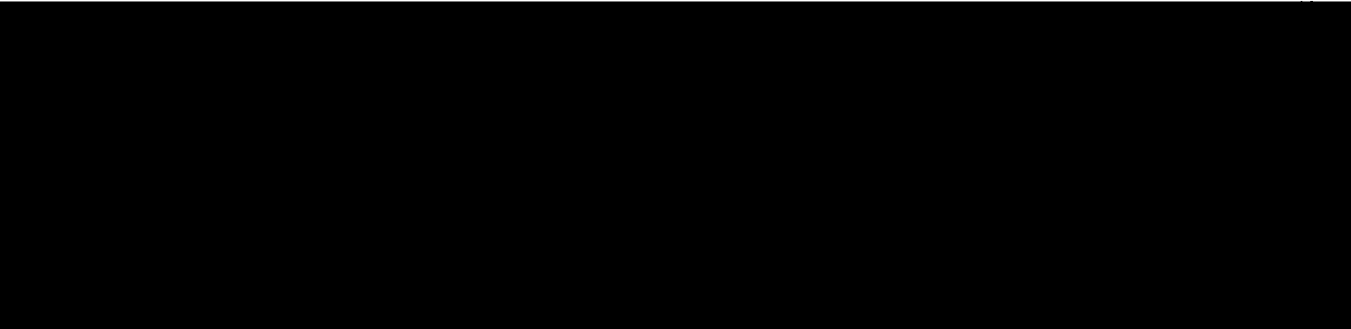
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S E C R E T

SECURITY SUPPORT DIVISION

SECURITY OFFICE

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DISCUSSION:

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2. The Cover Branch was established within the Special Security Division structure in February 1953; however, it was never accorded official recognition and its personnel were assigned from elsewhere within the division. The Branch's mission as stated in the division's headquarters manual, includes responsibility for the development and implementation of over-all official cover plans for personnel and activities of the Agency. At the time of the Branch's establishment there was a recognized need for an element to concern itself with the security back-up and development of cover plans; therefore these functions were assumed without positive authority. Since the start of this survey, the Branch has been eliminated by name, and has discontinued the development and maintenance of cover plans with the exception of those pertaining to Security Office Personnel. This is in agreement with the element under the Deputy Director (Plans) which is now assigned cover responsibility. The remaining functions are assigned to the proposed Cover Support Branch and are stated in preceding Statement of Functions. The following tabulations of workload data are submitted to establish the need for recognition of the functions.
3. A proposed Support Branch incorporates the former Operation Support/ [REDACTED] and the former unofficially recognized Cover Branch. The Branch is responsible for planning, guiding and supervising, support activities of various types and its part in cover support work is

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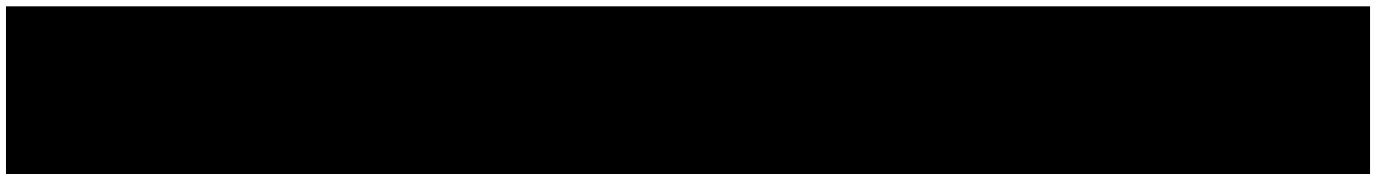
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S E C R E T

(3)

25X1A



25X9

the time that the field pool was established a number of positions to the present positions and its pool has diminished in size from the original positions to the present positions and its elimination is recommended above. It is recommended that the field pool be redesignated as the Investigative Pool and be retained for the purpose for which it was established under the proposed Security Support Division. It is further recommended that its composition and use be examined periodically to assure that maximum utilization be derived from it.

JUSTIFICATION:

25X9

The headquarters and field activities under the Deputy Director for Investigations and Operational Support show a net increase in Appendix IV of positions. The realignment between field and headquarters is considered justified on the basis that as the total number of cases of all types has built up over a period of years it has had a cumulative effect upon the indices at headquarters. This, plus checks now imposed which are beyond the control of the Office has meant an increase in activity in screening, appraising and evaluating field cases. These facts, plus an increase in operational support cases of a few in fiscal year 1952 to 2034 in fiscal year 1954 is considered significant.

25X9

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